

<p><b>OUTPUT 2: LEGAL MANDATES AND WORKS OF RELEVANT AGENCIES ASSURED AND HARMONIZED</b></p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>- Number of agencies with legal mandates harmonized in accordance with the new national civil registration law and legal provisions.</li> <li>- Number of consultative meetings organized with stakeholders on the new roles.</li> <li>- Number of consultative meetings to review Birth &amp; Death Act.</li> <li>- Voter list extracted.</li> </ul> <p><b>Baselines:</b></p> <ul style="list-style-type: none"> <li>- Agencies with different legal mandates not in harmony with each other.</li> <li>- No consultative meetings organized and new roles are not clear</li> <li>- Birth Registration byelaws</li> </ul>	<p><b>Activity 2.1:</b> Promote consideration and adoption of new civil registration law</p> <p><b>Activity 2.2:</b> Support the review and harmonization of vital event related laws and byelaws</p> <p><b>Activity 2.3:</b> Organize post – policy roundtable meeting of stakeholders to debrief on new roles, responsibilities and accountabilities as a result of the new law, and facilitate regular inter – agency coordination committee meetings</p> <p><b>Activity 2.4:</b> Implement legal provisions on transitioning to new national civil registration system</p> <p><b>Activity 2.5:</b> Review the Births and Deaths Act.</p> <p><b>Activity 2.6:</b> Develop ICT interfaces between NCRA and relevant agencies</p> <p><b>Activity 2.7:</b> Develop the procedures of and extract the Voter List</p>	<p>\$ 400,000</p>	<p>\$ 100,000</p>	<p>\$ 28,000</p>	<p>NCRA, UNDP, UNICEF, Plan International</p>	<p>\$ 528,000</p>
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<p>not in harmony with new integrated civil registration</p> <p>-</p> <p><b>Targets:</b></p> <ul style="list-style-type: none"> <li>- Legal mandate of relevant agencies harmonized.</li> <li>- 6 consultative meetings held to make new roles, responsibilities and procedures clear.</li> <li>- Data transferred easily between the different registers.</li> <li>- Birth and Death Act reviewed.</li> <li>- Vote list extracted.</li> </ul>								
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<p><b>OUTPUT 3: NATIONAL CIVIL REGISTRATION AUTHORITY (NCRA)</b></p> <p><b>ESTABLISHED</b></p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>- Extent of establishment of NCRA (Scale 1 – 4)<sup>1</sup></li> <li>- Staff recruited &amp; trained.</li> <li>- Database software fixed.</li> <li>- Reporting procs between different agencies and levels developed.</li> </ul> <p><b>Baselines:</b></p> <ul style="list-style-type: none"> <li>- 1 (No NCRA established).</li> <li>- Lack of information flow between diff. agencies.</li> <li>- Database software requires strengthening.</li> <li>- No reporting procedures between different levels in place.</li> <li>- No Disaster Recovery Site</li> </ul> <p><b>Targets:</b></p> <ul style="list-style-type: none"> <li>- 4 (NRCA established and equipped with trained staff).</li> <li>- Flow of information guaranteed between different agencies &amp; levels.</li> <li>- Recovery Disaster System established.</li> </ul>	<p><b>Activity 3.1:</b> Identify human resources needs of NCRA</p> <p><b>Activity 3.2:</b> Conduct staff training</p> <p><b>Activity 3.3:</b> Amend database software to allow for the cooperation of other agencies</p> <p><b>Activity 3.4:</b> Develop communication and reporting procedures between HQ, district and local levels</p> <p><b>Activity 3.5:</b> Train NCRA ICT staff to ensure sustainable operation of the National Civil Register</p> <p><b>Activity 3.6:</b> Ensure stable operation of Disaster Recovery Site</p>	<p>\$ 200,000</p>	<p>\$ 25,000</p>	<p>\$ 0</p>	<p>NCRA, UNDP</p>	<p>\$ 225,000</p>
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<sup>1</sup> 1: 0% - 25%, 2: 25% - 50%, 3: 50% - 75%, 4: 75% - 100%

<p><b>OUTPUT 4: DISTRICT CIVIL REGISTRATION OFFICES (DCROs) AND LOCAL CIVIL REGISTRATION CENTERS (LCRCs) ESTABLISHED</b></p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>- Number of DCROs established.</li> <li>- Number of LCROs established.</li> <li>- Number of staff recruited and trained.</li> <li>- Communications, IT and biometric registration equipment installed.</li> </ul> <p><b>Baselines:</b></p> <ul style="list-style-type: none"> <li>- No DCROs exist.</li> <li>- No LCRCs exist.</li> </ul> <p><b>Targets:</b></p> <ul style="list-style-type: none"> <li>- 14 DCROs established.</li> <li>- 180 (under discussion) LCRCs established.</li> </ul>	<p><b>Activity 4.1:</b> Secure working space for DCRCs and LCRCs</p> <p><b>Activity 4.2:</b> Staff the DCROs and DCRCs and LCRCs</p> <p><b>Activity 4.3:</b> Develop and implement staff training strategy</p> <p><b>Activity 4.4:</b> Training of PHUs staff on notification / registration</p> <p><b>Activity 4.5:</b> Install communication, IT infrastructure and biometric registration kits</p>	<p>\$ 280,000</p>	<p>\$ 114,000</p>	<p>\$ 80,000</p>	<p>NCRA, UNDP, UNICEF, Plan International</p>	<p>\$ 474,000</p>
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<p><b>OUTPUT 5: NEW NATIONAL CIVIL REGISTRATION PROCEDURES AND CIVIC EDUCATION PROGRAMME DEVELOPED AND IMPLEMENTED</b></p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>- CR procs developed.</li> <li>- Number of civic education activities conducted.</li> <li>- Feedback from 25 % of the pretested population.<sup>2</sup></li> </ul> <p><b>Baselines:</b></p> <ul style="list-style-type: none"> <li>- No clear CR procedures.</li> <li>- No civic education activities organized and awareness about the new CR system is low</li> <li>- No awareness of importance between birth registration and civil rights</li> </ul> <p><b>Targets:</b></p> <ul style="list-style-type: none"> <li>- CR procs developed.</li> <li>- At least "good" feedback from the pilot phase.</li> <li>- People are well aware of new CR system procs.</li> </ul>	<p><b>Activity 5.1:</b> Develop new National Civil Registration procedures</p> <p><b>Activity 5.2:</b> Develop and conduct civic education programme</p> <p><b>Activity 5.3:</b> Implement Pilot Phase in Freetown (Urban/Rural)</p> <p><b>Activity 5.4:</b> Improve civil registration procedures in accordance with outcome of pilot experiences</p> <p><b>Activity 5.5:</b> Complete pilot phase and launch regular registration</p> <p><b>Activity 5.6:</b> Support mobile teams and campaigns &amp; integrate to health outreach</p>	<p>\$ 330,000</p>	<p>\$ 18,000</p>	<p>\$ 0</p>	<p>NCRA, UNDP, UNICEF, Plan International</p>	<p>\$ 348,000</p>
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<sup>2</sup> Very good, good, fair, poor and very poor.



<p><b>OUTPUT 6: BIRTH AND DEATH REGISTRATION SYSTEM STRENGTHENED AND ALIGNED TO CIVIL REGISTRATION AUTHORITY</b></p>	<p><b>Activity 6.1:</b> Integrate Births and Deaths Taskforce committee as subcommittee to Civil Registration Taskforce</p>	<p><b>Activity 6.2:</b> Utilize mobile phone SMS technology to strengthen linkages between notification and civil registration process</p>	<p><b>Activity 6.3:</b> Review of certification of birth and notification forms.</p>	<p><b>UNICEF (Plan international)</b></p>	<p><b>\$ 500,000</b></p>
<p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>- Mobile SMS system functioning in districts</li> <li>- Increased # of children registered through campaigns</li> <li>- B&amp;D Act reviewed</li> <li>- Bye laws revised</li> </ul>	<p><b>Baseline:</b></p> <ul style="list-style-type: none"> <li>- No linkages between birth registration and Civil Register</li> </ul>	<p><b>Target:</b></p> <p>Notification System in place and integrated to Civil Registration</p> <p>B&amp;D Act reviewed</p> <p>Byelaws revised</p>	<p><b>\$ 250,000</b></p>	<p><b>\$ 150,000</b></p>	<p><b>\$ 100,000</b></p>

<p><b>OUTPUT 7: NEW CIVIL REGISTRATION SYSTEM REVIEWED AND FUTURE DEVELOPMENT PLAN DRAFTED</b></p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>- Extent to which the civil registration system reviewed and 2018 – 2020 development plan drafted (Scale 1 – 4).<sup>3</sup></li> </ul> <p><b>Baselines:</b></p> <ul style="list-style-type: none"> <li>- 2 years of practical application of the new civil registration system.</li> </ul> <p><b>Targets:</b></p> <ul style="list-style-type: none"> <li>- 4 (Complete Civil registration development plan for 2018 – 2020 draft</li> </ul>	<p><b>Activity 7.1:</b> Review and analyze the new civil registration system based on the practical experience</p> <p><b>Activity 7.2:</b> Draft development plan for 2018-2020</p>	<p>\$ 0</p>	<p>\$ 0</p>	<p>\$ 54,000</p>	<p>NCRA, UNDP</p>	<p>\$ 54,000</p>
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3 1: Started, 2: Partially completed, 3: Almost completed, 4: Fully completed.

<p><b>OUTPUT 8: WELL MANAGED AND COORDINATED IMPLEMENTATION OF THE CIVIL REGISTRATION PROGRAMME</b></p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>- Core PMU staff in place by early 2015.</li> <li>- PMU established and operational.</li> <li>- Regular minuted steering committee meetings held.</li> <li>- Strategic documents developed and implemented (AWPs, operational plans).</li> <li>- Regular reports submitted.</li> </ul> <p><b>Baselines:</b></p> <ul style="list-style-type: none"> <li>- No running programme.</li> </ul> <p><b>Targets:</b></p> <ul style="list-style-type: none"> <li>- Programme well managed and implemented.</li> </ul>	<p><b>Activity 8.1:</b> Establishment of the Programme Manage Unit; regular steering committee meetings; monitoring, evaluation and reporting;; audits; final project evaluation</p>	<p>\$ 1,025,000</p>	<p>\$ 1,000,000</p>	<p>\$ 1,000,000</p>	<p>UNDP</p>	<p>\$ 3,025,000</p>
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			<b>SUB-TOTAL Outputs 1-8</b>	\$ 11,574,000
			Technical Assistance for Unforeseen Capacity Gaps (3%)	\$ 347,220
			GMS (8%)	\$ 925,920
			Security (2%)	\$ 231,480
			Communication (1%)	\$ 115,740
			<b>GRAND TOTAL</b>	\$ 13,194,360

## **SECTION 4: MANAGEMENT ARRANGEMENTS**

This document is the result of widespread consultations held with the Government of Sierra Leone, the National Registration Secretariat and a wide range of development partners. These consultations have allowed developing a comprehensive programme which has a particular focus on the government ownership.

This programme will be directly implemented (DIM) by UNDP Sierra Leone in coordination with the programme's beneficiaries and other programme partners. UNDP will establish a Programme Management Team headed by an international Chief Technical Advisor, and including expertise in operations and finance. The CTA will be responsible to the Steering Committee for overall implementation of the programme.

The Chief Technical Advisor will be responsible for implementation of all programme activities established by this programme. The Chief Technical Advisor will be responsible for day – to – day management and decision – making for the programme, as well as ensuring that the programme produces the outputs and results specified in the programme document, in compliance with the required standards of quality, within the specified limits of time and cost and in line with UNDP rules and regulations. He / she will be supported in this task by an Operations Manager and a Finance Associate.

Although the CTA will be responsible for the overall programme, given the role of other offices in the implementation of various components, he / she will concentrate day – to – day on the core assistance to the New Civil Registration Authority (NCRA).

One of the first tasks of the CTA to delineate, in a participative and inclusive manner, the programme into more specific activities, including the elaboration of an Annual Work Plan and Monitoring and Evaluation Plan.

Within the framework of the programme the Chief Technical Advisor will report to a steering committee, which comprises the following members:

- Project Executive: MOFED, UNDP DCD (P).
- Senior Supplier: Representatives of donors to the programme, UNDP.
- Senior User: Representatives of the Ministry of Finance, the New Civil Registration Authority, National Electoral Commission, Parliament, Media and CSOs.

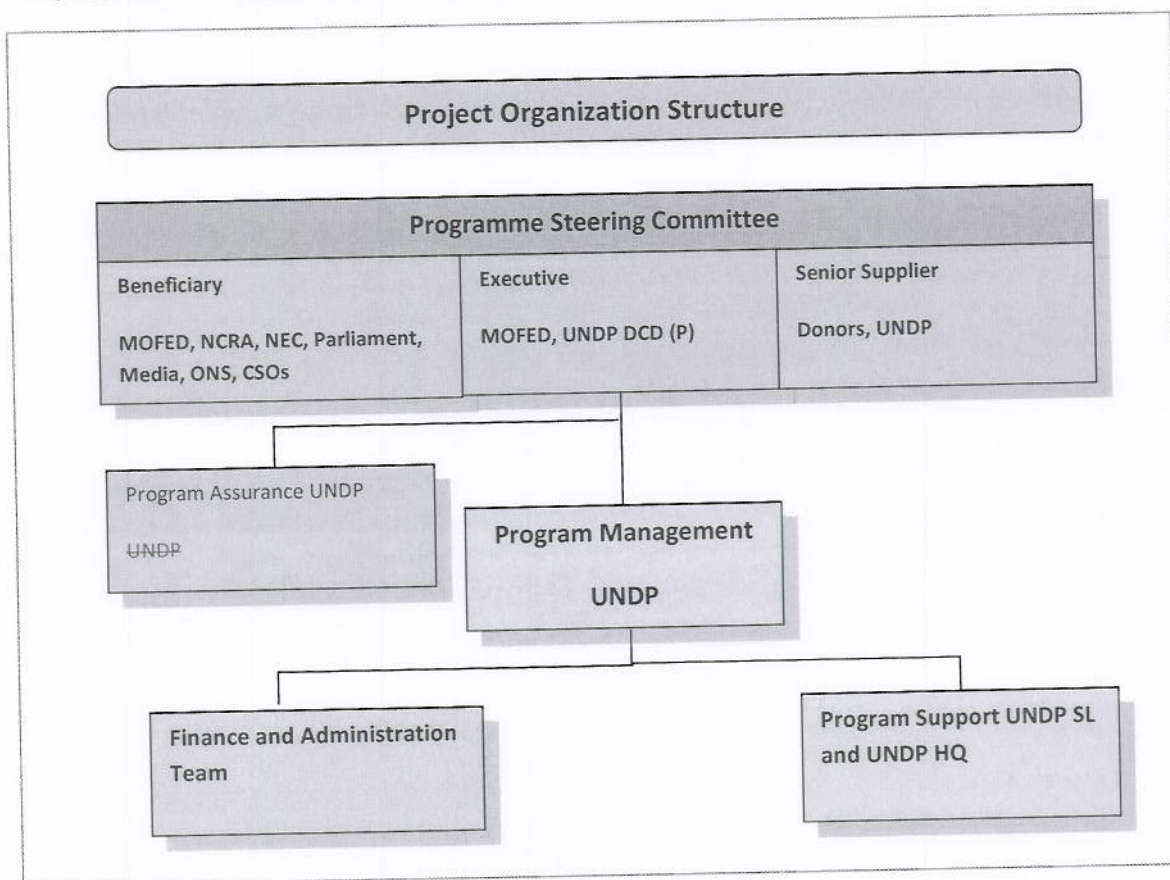
The steering committee is the group responsible for making – on a consensus basis – management decisions for the programme when guidance is required, including recommendations for UNDP approval of programme revisions. Such decisions must adhere to UNDP rules and regulations. Programme reviews by the board should be made at regular intervals or as necessary.

Programme Assurance will primarily be provided by UNDP (DCD (P)). Programme support will be provided by the operations staff of UNDP.

Role of Partners: The National Civil Registration Authority (NCRA) will plan for, coordinate and monitor all the aspects of the Integrated National Civil Registration System. The National Office of Births and Deaths (NOBD) will register births and deaths and notify the National Civil Registration Authority with the support of UNICEF and Plan International.

On demand programme support will also be provided to implementation from a number of offices. UNDP's Procurement Support Office (PSO) will be supporting the procurement of equipment and materials where these are best procured internationally. UNDP Sierra Leone will liaise with the Bureau for Development Policy (BDP) and the Bureau for Crisis Prevention and Recovery (BCPR) for support as needed on substantive democratic governance and conflict prevention and recovery expertise to the implementation of the programme. This will include implementation support missions, as well as support to the programme and country office in monitoring progress towards the outcome.

The programme management structure is illustrated as follows:





## **Financial Arrangements**

The programme will use the basket fund modality whereby partners operationalize their contributions to the basket through third – party cost – sharing arrangements or trust fund agreements. Based on the principles of the Paris Declaration, this modality will ensure an increased degree of coordination amongst the coordinating parties as well as a reduction in transition costs through harmonized narrative and financial reporting. Donor contributions to this programme will be received into the basket fund via third – party cost – sharing arrangements negotiated at country level, or trust fund agreements approved at UNDP Headquarters. Government contributions are also taken into consideration.

The total value of the programme is UDS 13, 194,360. Out of this total the government contribution is USD 6,000,000 which will be paid over the three years that constitute the programme lifecycle. Full implementation of all programme activities will hinge on the mobilization and timely contribution of funding through voluntary contributions by interested donors. A technical assistance for Unforeseen Capacity Gaps budget line of 3 % has also been included to adapt to unexpected and emerging priorities as requested. UNDP Sierra Leone will assess the normal Executive Board mandated 7 % General Management Services (GMS) and 2 % Implementation Support Services (ISS).

Budget revisions will be processed when deemed necessary and at least quarterly to ensure financial monitoring effectiveness and accuracy in programme accounts.

## **Coordination Arrangements**

Donor coordination at the policy level will be done through a high – level donor coordination mechanism and at the programme level through the steering committee of this programme. As noted above there is also a Programme Management Unit (PMU) to handle day – to – day management of the activities of this programme, the head of which will be the Chief Technical Advisor, who reports to the steering committee.

The Programme Management Unit (PMU) is the dedicated technically staffed unit administers, manages and monitors the overall programme on a day – to – day basis. PMU staff will include experts in civil registration, IT and operations. The operations members will be familiar with UNDP procedures on recruitment, procurement and project execution modalities. The PMU is led by a Chief Technical Advisor and will include a dedicated Finance Associate to record, process, disburse and support income and expenditures on a regular basis. The Finance Officer will work closely with UNDP Country Office’s finance professionals. The PMU can also serve a secretariat function for donor coordination and support.

There will be a civil registration task force, chaired by NCRA and includes national and international stakeholders to discuss the programme technical issues. The steering committee’s role is determine whether the pace of progress of the programme is appropriate and whether decisions required for smooth implementation of activities are being taken (including decisions required by the GoSL, that affect implementation). Such determinations will rely on adherence to the results and resources framework and annual work plans of the programme, as evidence by progress reflected through

monitoring and evaluation. The steering committee may decide to change the work plans or budget to reflect lack of progress or changing priorities.

## **SECTION 5: MONITORING AND EVALUATION**

In terms of monitoring and evaluation, the programme will be subject to UNDP's current monitoring and evaluation procedures and any additional policies and procedures agreed to by the implementing agencies, the programme partners and UNDP.

The programme will be monitored throughout its duration, reviewed substantively on an annual basis and evaluated in accordance with the requirements of the steering committee. The focus of the M&E will be at the outcome level to understand the impact the programme has had on the civil registration process. To ascribe the relevant importance to these processes and to facilitate synthesis and interpretation of progress and performance, the programme will be guided by:

- (i) **A monitoring & evaluation framework**, which defines the baselines, impact, outcome and outputs with associated indicators and means of verification as based on the Programme's Results and Resources Framework. Specific attention will be given to monitoring and evaluation progress against well-defined baselines and towards increased capacities of the civil registry institutions throughout the programme;
- (ii) **A monitoring and Evaluation Plan**, which schedules all M&E activities;
- (iii) **A monitoring and evaluation system** that contains tools and templates. For example, assets inventory control, financial and narrative reports formats, risk logs and field monitoring forms, and a common system for generating feedback and lessons. The M&E system will also clarify the monitoring, review and evaluation roles and responsibilities at the different levels of the programme for internal monitoring, monitoring and review committees for external monitoring, and detail the principles of joint monitoring and evaluation. Some of the tools that will be used are described below:
  - a. Regular minuted Steering Committee meetings, which are a useful way of ensuring good planning, follow – up and results focus;
  - b. Annual Project Reports – both narrative and financial – that rate output to outcome progress and make decisions on policy issues;
  - c. Joint outcome or programme evaluations, which are time – bound, independent exercises to measure results and management of the programme; and
  - d. A mid – term (mid of 2016) joint programme review.



These documents will be produced within the first three months of the programme by the Chief Technical Advisor for endorsement and approval by the Steering Committee.

All programme activities will be closely monitored by UNDP Country Office. To this effect, a Programme Officer from the Governance Unit will backstop the programme and support the Chief Technical Advisor in the attainment of the established programme outputs.

The project shall be subject to the internal and external auditing procedures laid down in the Financial Regulations, Rules and directives of UNDP. UN staff working in the joint UN Field Offices will be mobilized to provide monitoring functions at the field level.

An evaluation of the programme will be undertaken at the end of its period to learn lessons and apply these to possible follow – on assistance activities.

## **SECTION 6: LEGAL CONTEXT**

The programme document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of Sierra Leone and UNDP, signed on the 21st December 1977. Consistent with the Article 111 of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the executing agency and its personnel and property, and of UNDP's property in the executing agency's custody, rests with the executing agency.

The executing agency shall:

- (i) Put in place an appropriate security plan, and maintain the security plan, taking into account the security situation in the country where the programme is being carried;
- (ii) Assume all risks and liabilities related to the executing agency's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest notifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The executing agency agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Programme Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list on the accessed via

<http://www.un.org/Docs/sc/committees/1267/1267Listing.htm>.

This provision must be included in all sub – contracts or sub – agreements entered into under this Programme Document.

**ANNEX 1. RISK LOG THE FOLLOWING ARE POTENTIAL RISKS ASSOCIATED WITH THE IMPLEMENTATION OF THE PROGRAMME:**

#	Description	Category	Probability and Impact	Countermeasures / Management response	Owner	Author	Date Identified	Last Update	Status
1	Programme start-up takes longer than planned, due to difficulties in securing the appropriate expertise	Operational	P=Medium I=Medium	The first quarter of the implementation phase of the programme will be focused on setting up the programme and the appropriate structures and teams.	Programme Assurance	Programme Developer	Programme Inception		
2	Full funding for the programme is not available	Financial	P=Low I=High	Based on current estimates of probable pledges from partners, the current complement of programme activities looks fairly well covered.	Steering Committee	Programme Developer	Programme Inception		
3	The programme might not be sustainable	Financial	P=High I=High	NCRA will be able to impose some fees on citizens to obtain the new national ID cards so as to meet the running costs	Steering Committee	Programme Developer	Programme Inception		
4	The NCRA loses credibility with the public	Political Strategic	P=Med/Low I=High	It is an important benchmark for the programme's inception that the NCRA will be well established	Steering Committee	Programme Developer	Programme Inception		



#	Description	Category	Probability and Impact	Countermeasures / Management response	Owner	Author	Date Identified	Last Update	Status
5	Needs of the integrated civil registration system is greater than anticipated in terms of material and financial assistance	Operational / Financial	P=Med/High I=Med/High	If the needs are assessed as being realistic and necessary, the programme will endeavor to shift resources from other activities as well as to mobilize new resources from donors.	Steering Committee; CTA	Programme Developer	Programme Inception		
6	Expertise required for successful implementation of the programme teams is not identified	Operational	P=Medium I=High	The programme will rely on a range of expert selection methods	Steering Committee; CTA	Programme Developer	Programme Inception		
7	Weak coordination between the different agencies	Operational	Low	The task force will ensure the good level of coordination	Steering Committee	Programme Developer	Programme Inception		
8	Lack of data accuracy	Technical	Medium	Data will be verified by using the biometric software to conduct the fingerprints	Steering Committee CTA	Programme Developer	Programme Inception		
9	Low access to ID cards by citizens	Organizational	Low	Civic education programmes will be intensified to raise the citizens' awareness about the incentives of getting the cards and the distribution points	Steering Committee CTA	Programme Developer	Programme Inception		